

Facility Manager

Foreign Service Facility Managers (FMs) serve at any of the Foreign Service posts throughout the world where Full Time Equivalent (FTE) positions have been established, or in a maintenance support role in the Bureau of Overseas Buildings Operations (OBO) in the Washington, D.C. When serving overseas, FMs are responsible for providing safe, secure and functional facilities for the conduct of U.S. diplomacy and the promotion of U.S. interests worldwide.

FMs normally work under the direction of the Management Counselor or Management Officer and their responsibilities include, but are not limited to:

- Physical Facilities - Participate in the development of the mission's facilities requirements (office and residential) utilizing government-owned long- and/or short-term leased properties. Work in close coordination with the Bureau of Overseas Buildings Operation's Real Estate Office (OBO/RE) and the Post General Services Officer in acquiring or leasing real property. Formulate, plan, and exercise responsibilities for the acquisition, management, utilization, and alteration of government properties.
- Maintenance and Improvement Program Management - Coordinate the Maintenance and Improvement (M&I) program for the U.S. Government-owned and leased property abroad including scheduled maintenance and timely repair of facilities and the equipment contained therein, and renovation of offices and apartment buildings, residences, warehouses, etc.
- Operation and Maintenance of Mechanical and Electrical Systems – Coordinate maintenance and repairs of elevators, heating, ventilating, air conditioning (HVAC) systems, building automation systems (BAS), plumbing and sanitary systems, electrical panel boards, switchgear, transformers, automatic voltage regulators (AVR), generators and transfer switches, and other special equipment.
- Evaluate and estimate workload requirements, short -and long-range resource requirements, and the maintenance effort being expended.
- Executing and supervising/managing rigorous maintenance programs and directing and training LE Staff in the maintenance and operation of technically sophisticated building systems.
- Operates and maintains all U.S. Government-Owned (GO) and Long Term Leased (LTL) properties overseas that are under the control of the Chief of Mission (COM).
- Carries out small renovation projects in U.S. Government- owned, Long-Term Leased (LTL) and functional Short-Term Leased (STL) properties at diplomatic missions abroad.
- Provides quality assurance and contract management services.

- Reviews construction and renovations projects to ensure they meet U.S. and/or International Building Code, and OBO standards. Troubleshoots facilities-related problems.
- Works closely with the office of Safety, Health and Environmental Management (OBO/SHEM) to develop and implements policies and programs to protect employees and visitors from environmental and occupational safety and health hazards. Addresses environmental, health and safety concerns during emergency situations.
- Conducts evaluations of indoor air quality, taking corrective actions as needed.
- Conducts accident/incident investigations for work related injuries such as tripping, falling or injuries caused by equipment failures and implements corrective actions as needed.
- In conjunction with the Safety Health and Environmental Management (SHEM) office, conducts ergonomic evaluations for DoS employees, making recommended improvement as needed.
- Oversees the selection of, training on, and use of personal protective equipment (PPE) including respirators and hearing protection for employees and contractors.
- Manages fire protection systems for DoS facilities.
- Coordinates hot-work permit program, e.g., welding.
- Develops and conducts training programs for environmental, health and safety topics as needed.
- Serves as the Contracting Officer Representative (COR) and, in the absence of the GSO, as the Contracting Officer (CO).
- Develops and implements greening initiatives in accordance with programs established by the US Green Building Council (USGBC) and Leadership in Energy and Environmental Design (LEED).

The Career Development Program:

Principles of Career Development in the Foreign Service and Eligibility for Promotion for Facility Managers

In January 2006, the Department established a Career Development Program (CDP) for Facility Managers (State 04717), which sets forth requirements for FMs for promotion. Employees should become

knowledgeable of the program and work closely with their Career Development Officers (CDOs) throughout their careers in the Department to ensure that they meet the current CDP requirements. For detailed information about the CDP, visit the HR/CDA website at <http://intranet.hr.state.sbu/Workforce/Development/Pages/CDP.aspx>. Questions about the CDP may be addressed to the help desk at careerdevhelpdesk@state.gov.

Technical Competencies

The Department's subject matter experts have identified the following technical competencies to assist the employee and managers in determining competency levels and staff development needs for FMs.

Acquisition – Demonstrates knowledge of the Federal and DOS acquisition rules, regulations and procedures, including the Federal Acquisition Regulation, Department of State Acquisition Regulation, local directives, the Federal Supply System and Federal Supply Schedules as well as inspection related to Government contracts. Identifies, interprets and applies Federal and DOS policies regarding acquisition, and contract administration.

Asset Management – serves as the key technical authority on asset management related matters. Makes Maintenance and Reliability decisions based on industry life cycle cost management practices.

Building Maintenance – Oversees and directs local maintenance staff and contractors. Provides guidance on trouble shooting and repairing building equipment and systems such as water treatment, electrical distribution, emergency power generation, heating and cooling plants.

Computer Literacy – Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization. Skilled in performing essential computer functions, including office automation (e.g. MS Word, Excel, Outlook, Access, SharePoint, ProjNet, and other eServices) as well as Department or bureau and post specific systems related to facility management, and real and personal property management.

Customer Service – Displays ability to balance interests of a variety of clients and readjusts priorities to respond to pressing and changing client demands; anticipates and meets the needs of clients; achieves quality products; and continuously seeks opportunities to improve services. Able to interact effectively and professionally with persons of varying ranks and cultures within and outside of the organization/post.

Contract Administration – Demonstrates ability to administer contracts by ensuring compliance with their terms and conditions. Understands the roles and responsibilities of the Contracting Officer Representative (COR). Able to perform COR functions, including contract oversight, technical reviews and quality control inspections to assure that consistent quality of work is performed by contractors in accordance with statements of work.

Emergency Preparedness – Shows knowledge of DOS, Federal and local policies and procedures related to emergency preparedness, including responses to acts of terrorism and acts of God. Able to develop and implement Emergency Preparedness and Continuity of Operations Plans.

Financial Management – Displays knowledge of theories and practices of financial management, budget formulation and execution, working capital funds and activity-based costing, including Interagency Cooperative Administrative Support Services (ICASS). Able to prepare, justify and administer the budget for FM functions.

Intra-agency/Inter-agency Relations – Able to establish working relationships and liaise with employees within the mission and its constituent posts, the bureau, other bureaus, host country officials, and other USG agencies to promote the exchange of information, resolve administrative management issues and problems and to meet the needs of customers within the bureau or at post.

Management (Internal) Controls – Demonstrates knowledge of the laws, regulations, policies and procedures related to management controls. Able to assess risk and implement appropriate internal/management control systems for program improvement and to preclude fraud, waste and mismanagement.

Performance Measurement – Displays knowledge of the theories and practices of strategic planning (including the DOS Strategic Plan, Bureau Strategic and Resource Plan, and Mission Strategic and Resource Plan) and development of performance measures for goals and objectives supporting the plan. Ability to develop performance metrics for the variety of FM functions and to collect, analyze and report data. Able to use a wide variety of analytical methods, techniques, and program evaluation processes to analyze performance effectiveness and efficiency and to improve performance.

Personal Property Management – Demonstrates knowledge of Federal property management regulations and DOS regulation (14 FAM). Able to receive, inspect, issue, inventory, store, maintain, transfer and dispose of non-real property as well as implement property accountability systems to preclude fraud, waste, and mismanagement as related to Facility Management assets.

Policy and Program Development – Able to develop interagency internal policies and procedures related to administrative management. Understands what policies are needed, how policy will affect customers and the resource implications of developing and implementing policies. Understands and develops new programs, resulting from policy changes, legislation, or recognized need that impact on bureau/mission goals.

Project Management – Able to apply knowledge, skills, tools, and techniques to project activities. This encompasses the planning, scheduling, and controlling of a series of integrated tasks to achieve successfully stakeholder objectives. It involves balancing the competing demands of scope, time, costs, and quality; stakeholders with differing needs and expectations; and identified requirements (needs) and unidentified requirements (expectations).

Real Property Management – Demonstrates knowledge of DOS real property regulations (15 FAM) in the management of U.S. Government-owned and leased residential and functional facilities at post, including the acquisition and disposal of real property, the housing abroad program, and maintenance and repair. Able to implement space management regulations in the acquisition of new space or renovation of existing space as well as develop statements of work for maintenance and renovation.

Safety – Has knowledge of DOS and OSHA regulations to minimize risk to life, health, and safety for employees and family members overseas and to minimize the impact of post operations on the environment. Implements programs for fire and life safety in residences, the workplace and in motor vehicle operations.

Security – Able to implement policies, procedures, and methods for identifying and protecting information, personnel, property, facilities, operations or material from unauthorized disclosure, misuse, theft, assault, vandalism, espionage, sabotage, or loss. Follows DOS document and computer security procedures for the classification, marking, handling, disclosure, reproduction, transmission and destruction of classified documents according to Executive Order 12958.

Space Planning – perform facilities planning activities including evaluating existing usage patterns of building space and equipment. Evaluate and project future space requirements based on anticipated changes in programs or offices.

Value Engineering - Evaluate construction methods and materials to determine which can reduce costs while achieving specified performance, reliability, maintainability, aesthetic, safety, and security criteria. Determine manpower requirement to operate and maintain facilities; evaluating employee effectiveness, identifying training needs, and providing for formal and on-the-job instruction and training in building operation and maintenance.

Entry Level Training

(Untenured FP-04 and Below)

At the entry level, training focuses on providing new FMs with the knowledge, skills, and tools to do their jobs. Through orientation and tradecraft training, new hire FMs learn about the Department, the post environment as well as the logistics functions FMs perform. This includes the regulations and procedures related to acquisitions, property management, warehousing and transportation functions. Initial training also focuses on customer service and supervising Locally Employed (LE) Staff in a multicultural environment since these are essential job elements.

	Required and Recommended Courses	Suggested Courses
	FSI Orientation and Security PN106 Orientation for Foreign Service Specialist* PS800 Cyber Security Awareness* (dl-required to use OpenNetPlus) MQ911 Security Overseas Seminar (SOS)* (required prior to first overseas assignment) PN113 Introduction to Working in an Embassy* (dl-required prior to first overseas assignment) PT530 Emergency Medical Training* PA451 Ethics Orientation for New Employees (dl)* Management Tradecraft PA313 Effective Operational Management* PA521 Facility Manager Tradecraft* PA221 General Services Operations* PA438 Web.PASS Work Order for Windows* PA526 ProjNet SM Facilitating Design and Construction Communication (dl) PA345 ICASS Basics and/or PA214 Working with ICASS PA143 Customer Service Training PA459 Protecting Personally Identifiable Information* (required if handling PII) PA485 Introduction to Safety, Health and Environment	FSI Orientation and Security PC105 Orientation to Overseas Consular and Duty Officer Responsibilities PA404 Introduction to Post Duty Officer Responsibilities (dl) Public Diplomacy PY153 Introduction to Public Diplomacy

	<p>Leadership and Management</p> <p>PT401 No FEAR Act Training (dl)*</p>	<p>Leadership and Management</p> <p>PT216 7 Habits of Highly Effective People</p> <p>PD534 Crisis Management Overview</p> <p>PT221 Four Roles of Leadership</p> <p>PT252 Managing Up: Working Effectively with Your Manager</p> <p>PT206 Managing Change</p> <p>PT129 Team Building and/or</p> <p>PT215 Team Leadership Workshop</p> <p>Foreign Language and Area Studies appropriate for an overseas assignment.</p> <p>Building Owners and Managers Institute (BOMI) International certificate program:</p> <p>--Facilities Management Administrator (FMA)</p> <p>Association for Facilities Engineering (AFE) certificate program:</p> <p>--Certified Plant Engineer (CPE) certification</p> <p>Review the Overseas Buildings Operations' Office of Safety Health & Environmental Management's website at http://obo.state.gov/ops_shem/index.html for job-related information.</p> <p>Attend Worldwide Facility Manager In-Service Training when offered.</p> <p>See the section on <i>FSI Distance Learning Program</i> immediately following the Senior Level Toolkit for distance learning courses for FMs.</p>
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*Required Course

dl - distance learning

Mid-Level Training

(Tenured FP-03 and FP-02)

Mid-level FMs are likely to be serving as the Senior FM or sole FM overseas or in domestic assignments specifically designated for FMs. Assignments at this level involve increasing responsibilities in resource management in larger and more complex projects and involve a more active role in ICASS-related matters abroad.

As contracting officer overseas, the acquisition portfolio is significantly increased with the probability of soliciting, awarding and/or managing multi-million dollar construction projects. For information on acquisition certification requirements, please refer to The Acquisition Career Management Program Handbook, 14 FAH-3, available at <http://arpsdir.a.state.gov/fam/14fah03.html>. Also, refer to the Contracting Officer's Representative Handbook, 14 FAH-2, at <http://arpsdir.a.state.gov/fam/14fah02.html>.

Supervisory responsibilities are often increased with a generally larger locally employed FM workforce. Following several overseas tours, assignment to a domestic position may include FM Course Manager at the Foreign Service Institute, Area Manager or Division Chief in the Bureau of Overseas Buildings Operations, or Bureau or Post Management Officer in a regional bureau. FMs who are interested in bidding on Management Officer positions should also look at the Management Officer training Toolkit in the *Training Toolkit for Foreign Service Generalists*, available on the FSI web at <http://fsi.state.gov/default.asp?contentID=560>.

	Required and Recommended Courses	Suggested Courses
	<p>FSI</p> <p>Orientation and Security</p> <p>PT203 Washington Tradecraft (returning from first tour overseas)*</p> <p>MQ912 ASOS: Advanced Security Overseas Seminar (ASOS)* (required every five years)</p> <p>PA404 Introduction to Post Duty Officer Responsibilities (dl)</p> <p>Management Tradecraft</p> <p>PA420 Real Property Management</p> <p>PA228 Advanced General Services Operations</p> <p>PA178 Contracting Officer's Representative (COR) or</p> <p>PA296 How to be a Contracting Officer Representative (COR) (dl) or</p>	<p>FSI</p> <p>Management Tradecraft</p> <p>PA243 Overseas Management Tradecraft</p> <p>Association for Facilities Engineering (AFE) certificate program:</p> <p>--Certified Plant Engineer (CPE) certification</p>

	PD538 Domestic Emergency Management PD541 Floor Wardens and Monitors	Workshop PD520 Visual Aid Basics or PD505 Training Tradecraft For Washington-Based FMs FSI Management Tradecraft PA160 Domestic Management Officers Seminar PT208 Managing State Projects Foreign Language and Area Studies appropriate for an overseas assignment. Attend Worldwide Facility Manager In-Service Training when offered. College or University Training in areas of specialization. See the section on <i>FSI Distance Learning Program</i> immediately following the Senior Level Toolkit for distance learning courses for FMs.
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* Required Course

dl - distance learning

Senior Level Training

(FP-01)

Training for senior level FP-01 positions in the FM skill code corresponds to the courses that work for all employees at this stage of their careers. Leadership, management, and program direction courses are recommended. There are no specific tradecraft or skill code courses at this level, although employees who have not taken Advanced Management Workshop (PA238), should do so at this point, as well as other training appropriate for their assignment which has not been taken.

	Required and Recommended Courses	Suggested Courses
	<p>Orientation and Security MQ912 ASOS: Advanced Security Overseas Seminar (ASOS)* (required every five years)</p> <p>Management Tradecraft PA238 Advanced Management Workshop PA243 Overseas Management Tradecraft PA245 ICASS Executive Seminar</p> <p>Leadership and Management PT210 Advanced Leadership Skills (FS-01)*</p>	<p>Management Tradecraft PT209 Executive Overview to Managing State Projects</p> <p>Leadership and Management PT308 Leading Organizations Through Change</p> <p>Take a Senior Policy Seminar</p> <p>Attend Worldwide Facility Manager In-Service Training when offered.</p> <p>College or University Training in areas of specialization.</p> <p>See the section on <i>FSI Distance Learning Program</i> immediately following the Senior Level Toolkit for distance learning courses for FMs.</p>

* Required Course

American Council on Education's (ACE) College Credit Recommendation Service (CREDIT)

ACE CREDIT has recommended BOMI International courses for college credit. To learn more, contact BOMI International directly at http://www.bomi.org/About_BOMI/Contact_BOMI_International.aspx.

FSI participates in the ACE CREDIT, which gives Department of State and other U.S. Government employees the opportunity to obtain undergraduate or graduate level credit recommendations for certain training courses completed at FSI. Go to FSI's Accreditation/Certification website at <http://fsi.state.gov/admin/reg/default.asp?Heading=Accreditation/Certification> for details and a complete list of courses, exams and language proficiency tests designated for ACE CREDIT recommendation. Some FSI FasTrac SkillSoft courses are designated for ACE CREDIT recommendation. Go to <http://fsi.state.gov/rd.asp?ID=229> for more information. To become familiar with ACE CREDIT and to view FSI's eligible courses, exams and tests in ACE's *National Guide* go to <http://www2.acenet.edu/credit/?fuseaction=browse.getOrganizationDetail&FICE=1005379>.

FSI Distance Learning Program

FSI provides distance learning training via two distinct catalogs:

FSI custom-produced training- Similar to classroom training, in terms of registration and completion, FSI custom-produced training is accessed via the FSI LearnCenter, an Internet-based learning management system. Students enroll by searching the FSI Catalog and using the "Apply Now" link found in each course's description. Topic areas include tradecraft, consular, crisis management, economic/commercial, English language/grammar, foreign language, orientation, political, public diplomacy, security training and transitions training.

FSI Distance Learning Courses:

PA461	eAllowances - Per Diem
PA451	Ethics Orientation for New Employees
PA296	How to be a Contracting Officer Representative (COR)
PA164	Management Controls
PA297	Purchase Card Self-Certification Training
PA229	Simplified Acquisition Procedures
PD529	Strategic Planning/Performance Measure

FasTrac is the second library of commercial online courses, also available via the FSI LearnCenter.

- FasTrac is a government-wide distance learning program that contains approximately 2,500 online courses covering a wide range of subjects.
- FasTrac courses are available on the Internet, providing 24/7 access anytime, anywhere.
- No approval is necessary to obtain a password from FSI to access FasTrac courses.
- FSI records completed FasTrac training in employees' official transcripts.
- For more information about the FasTrac program and to see the course catalog, please visit: <http://fsi.state.gov/fastrac>.

FasTrac Distance Learning Courses:

CUST0150	Customer Service Agent Skills Simulation
OPER0505	Supply Chain Transportation and Facility Design
MGMT0170	Business Crisis Management Simulation
PD002A	Business Ethics Simulation
MGMT007A	Delegating Effectively Simulation
HR0276	Health and Safety in the Workplace (HRCI/PHR)
CUST0140	Internal Customer Service: Conflict and Complaints Simulation
245881_eng	Recognizing Safety Procedures, Effective Communication, and Professional Behavior
HR0277	Risk Assessment and Prevention (HRCI/PHR)
hr04a07	Strategic Approaches to Risk Management (HRCI/SPHR)
PD0240	Working without a Net: Decisions Simulation
fgov01a06	Workplace Safety
proj08a02	Estimating Activity Resources and Durations
lchr01a11	Procurement Integrity
fgov01a10	Proper Use of Government Charge Cards

Self-Development Activities and Bridge/Rotational Assignments

Self-Development Activities

Due to workload and budget constraints, it may not be possible to leave post to attend training courses. There are, however, many activities at post that you may do to develop further your knowledge and skills.

What Makes a Learning Experience Developmental? *

The following things make experiences developmental (in rank order):

1. The experience involves possible success and failure that is obvious to others.

2. It requires aggressive, individual “take charge” leadership.
3. It involves working with people not worked with before, with many people, or with many new people.
4. It creates additional personal pressure, e.g., tough deadlines, high stakes, heavy travel, or longer hours.
5. It requires influencing people, activities, and factors over which you have no direct control, e.g., superiors, peers, clients, political or economic situations, participation in volatile markets, tough competition.
6. It involves variety and diversity: doing something very different, e.g., changing functions, and using new technologies.
7. Involves one being watched and monitored by people whose opinion counts.
8. Requires building a team, starting something from scratch, fixing or turning around a team project, or operation.
9. It involves a tremendous intellectual, strategic or problem-solving challenge with little or no history for guidance.
10. Involves interacting with a significant boss or senior executive, e.g., someone who is notable, supportive or unsupportive, a positive or negative role model, or someone whose style clashes with your own.
11. Features an important missing element, e.g., top management support, necessary resources, skills or technical knowledge, credentials, credibility.

* Developed by Robert Eichinger and Michael Lombardo of the Center for Creative Leadership.

Below are some developmental activities you could do at post or at your domestic assignment:

- Reading professional journals, magazines and newsletters such as *Facility Management Journal*; *Journal of Facilities Management*; *Total Facility Management*; *Buildings*; *International Facility Management Association* (IFMA) publications and journals. (Note: Many of these publications may be available online through the DOS or FSI Libraries.)
- Seeking a mentor or coach or volunteering to be a mentor.
- Shadowing a higher-graded FM, GSO, HRO, Consular or Management Officer for a day.

- Volunteering for a special project or a community project and writing about it for your office's newsletter (or intranet site) or State Magazine.
- Maintaining a learning log to record, analyze and apply what you have learned from training and work experiences.
- Staying abreast of U.S. and host country laws, regulations and other guidance applicable to your functional area.
- Going on informal visits (individually or with your supervisor or co-workers) to meet counterparts in other Federal agencies in your locality.
- Networking with your counterparts in other missions in your host country.
- Developing an Individual Development Plan (IDP), discussing it with your supervisor, and implementing the plan (Note: DS-1922 is the Department's IDP form).
- Preparing work unit training and on-the-job training plans.
- Participating in Action Learning, which the Office of Personnel Management (OPM) defines as a process for working on important business problems and opportunities in diverse teams to develop the participants and improve the business. It closes the gap between theory and practice; and, more specifically, it can provide executives the opportunity to pool resources and work across agencies on similar issues resulting in Government wide solutions. Solving the problem and learning individual capacity for leadership are intertwined.
- Reviewing historical files at post and viewing cable traffic.
- Reading the Department's Strategic Plan, your Bureau Strategic and Resource Plan, Mission Strategic and Resource Plan and the Department's Annual Performance and Accountability Report.
- Developing Standard Operating Procedures (SOPs) for your section.
- Bidding on a Management Officer or Deputy Management Officer position.
- Participating in a Secretarial, Presidential, First Lady, CODEL or other VIP visit to post.
- Teaching a course at post or in the local community.
- Signing up for a DOS ListServ. A comprehensive listing is at <http://lmlist.state.gov/archives>.
- Refer to information on the Office of Facility Management's "The FAC Global" website at http://www.intelink.gov/communities/state/fac_global/.

- Bidding on a long-term training opportunity.
- If you are assigned to Washington, as time permits, you may also consider:
 - Attending local workshops and conferences on professionally relevant topics
 - Participating in activities of professional, non-profit societies
 - Applying for an OPM Residential Seminar through FSI
 - Serving on selection boards
 - Volunteering to be a Subject Matter Expert for the Board of Examiners
 - Serving on your Bureau's Awards Committee
 - Being a Hometown Diplomat
 - Serving on a Department task force

(Note: See the section *For Washington-Based Employees* later in this publication for more information.)

Bridge and Rotational Assignments

If you are assigned to Washington, it may be possible to arrange a short bridge or rotational assignment of a few months or weeks within the Department or to another USG agency. It is especially beneficial to seek an assignment into an office or agency that you or your organization interacts with to foster mutual understanding, cooperation and networking.

Below are some possible bridge or rotational assignments for FMs. You would need to negotiate the rotations with your supervisor and the gaining supervisor. They should be included on your IDP. Be sensitive to vacation and peak periods in your work center and, when approaching your supervisor, be sure to point out the benefits to the organization. The length of the assignment will depend on your goals and objectives for the assignment. If you can possibly work out an exchange with an employee in the office you want to go to, that would be a win-win situation for all concerned.

Select from among the following, depending on your job responsibilities and focus:

Within the Department

- A/LM – Logistics Management Offices, Divisions, and Branches, and
 - A/LM/AQM –Office of Acquisitions Management
- OBO – Bureau of Overseas Buildings Operations
 - OBO/OPS/AM – Area Management Division
 - OBO/CFSM/FAC – Facilities Management Division
- Regional Bureau

- Executive Office's Post Management Office
- FSI/SPAS
 - Management Tradecraft Training (MTT) Division

Outside the Department

- USAID – Agency for International Development
- GSA – General Services Administration
- HHS – Health and Human Services
- USACE – U.S. Army Corps of Engineers
- VA – Veterans' Affairs
- State or Local Government (e.g., City of Phoenix)
- Private Sector [e.g. C.B. Richard Ellis (CBRE)]

Technical Training Resources

The following is a list of professional and training organizations that provide training courses, workshops, conferences, and/or publications of interest to employees in this skill code. This list is not meant to be all-inclusive nor is it an endorsement of any of the organizations.

We encourage you to browse the websites below and take advantage of the opportunities they provide as you can to develop new skills or enhance current skills.

Acronym	Organization	Website
AGU	American Graduate University	www.agu.edu
AMA	American Management Association	www.amanet.org
ASCE	American Society of Civil Engineers	www.asce.org
ASSE	The American Society of Safety Engineers	www.asse.org
BOMI	Building Owners and Managers Institute	www.bomi.org/
EPA	Environmental Protection Agency	www.epa.gov
FEMA	Federal Emergency Management	www.fema.gov
FPS	Federal Publication Seminars	www.fedpubseminars.com
GAO	Government Accountability Office	www.gao.gov

GSA	General Services Administration	http://www.gsa.gov
HHS	Department of Health & Human Services	www.hhs.gov
IQPC	International Quality and Productivity Center	www.iqpc.com
MCI	Management Concepts, Inc.	www.managementconcepts.com
NAPA	National Academy of Public Administration	www.napawash.org
NAPE	National Association of Power Engineers	www.napedc1.org
NFPA	National Fire Protection Association	www.nfpa.org
NSC	National Safety Council	www.nsc.org
OSHA	Occupational, Safety and Health Administration U.S. Department of Labor	www.osha.gov
PI	Performance Institute	www.performanceweb.org
PMI	Project Management Institute	www.pmi.org
GS	Graduate School	http://www.graduateschool.edu/
USGBC	U.S. Green Building Council	www.usgbc.org

LICENSING

National Institute for Uniform Licensing of Power Engineers, Inc. <http://www.niulpe.org/>

HVAC TESTING

North American Technician Excellence <http://www.natex.org>

PARTNER ASSOCIATIONS

National Association of Residential Property Managers <http://www.narpm.org>

International Facilities Managers Association, Capital Chapter <http://www.ifmacap.org>

RELATED TRAINING ORGANIZATIONS

Facility Management Certificate Program, George Mason University
http://www.ocpe.gmu.edu/programs/facility_mgmt/fm_cert_program.html

Environmental Protection Agency, EPA Certification Test
<http://www.epa.gov/Ozone/title6/608/technicians/certoutl.html>